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PERSONNEL OFFICER TRAINING COURSE

First Examination

22 October 1959

Name Key Copy

(Do not write your name on any of the other pages.)

True-False	17
Multiple Choice	42
Short Answer	60
Discussion	<u>70</u>
<u>Total Points</u>	189

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General Instructions: The examination will take most of the two hours to complete. Therefore, work rapidly, especially on the first items. If you find yourself spending too much time on an item, move on to the next one and come back to the difficult item when you have finished the rest of the exam. The test is set up so that you move from items with a simple format to discussion questions. In view of this, be sure to leave ample time for the end of the exam. BE SURE TO READ ALL INSTRUCTIONS FOR THE VARIOUS PARTS OF THE TEST CAREFULLY. THE WEIGHTING OF THE ITEMS IN THE TOTAL SCORE IS GIVEN IN PARENTHESES AFTER THE INSTRUCTIONS.

Instructions for True-False Items: Read each statement carefully. If the statement, as written, is essentially true, place a plus mark (+) in the blank space in front of the statement. If the statement is essentially false, place a zero (0) in the blank space in front of the statement. If you do not know the answer, guess. Your first response to items of this type is often the best.

(Items are worth one point each.)

- 002-a + The appointing power under the Constitution is the basis of personnel administration in Federal Service.
- 009-a 0 Under the National Security Act of 1947 the Director of Security, CIA, is responsible for protecting intelligence sources and methods from unauthorized disclosure.
- 011-a + The Comptroller General has ruled that CIA's extraordinary authority granted in the CIA Act of 1949 does not permit the disregard of any control with respect to normal administrative or operating problems.
- 014-a + The Director of Personnel is responsible for directing the selection program for Career Staff membership.
- 089-a + Medical benefit payments to dependents overseas are paid from confidential funds.

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- 109-a 0 WAEPA and UBLIC are both Group Term Life Insurance contracts, similar to World War II NSLI term insurance, and therefore cannot be converted to any plan the underwriter writes other than term insurance.
- 123-a + A career agent is a type of contract employee.
- 127-a + A Contract Employee is entitled to Civil Service Retirement when he has transferred without a break in service from a position subject to Civil Service Retirement deductions to the status of an employee of the Government under contract.
- 130-a 0 The Staff agent letter of appointment is a negotiated contract.
- 132-a + A differential is an additional increment of compensation granted to personnel serving at "hardship" posts and as such is considered as taxable income.
- 133-a 0 An allowance is a taxable increment granted to personnel to compensate for costs at the post.
- 148-a 0 When questions of organization arise, before engaging in consultation with the Management Staff, the Personnel Officer should submit a formal request for a change.
- 401-a 0 When an employee wishes to remain in the employ of the Agency following marriage to an alien, he must obtain permission to marry or his resignation will be accepted.
- 019-a + Those selected for membership in the Career Staff are designated as career employees and this membership is limited to Staff Employees and Staff Agents.
- 026-a 0 The Heads of the Agency's Career Services have responsibility for the utilization and evaluation of personnel assigned to their Career Services but do not have responsibility for the advancement of these people. Such responsibility lies with the Director of Personnel.
- 057-a 0 A TDY traveler overseas may have an injury or illness that falls under both the performance of duty and line of duty concepts.

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093-a 0 Personnel management is a highly technical field and many practices are clearly spelled out in regulations. It, therefore, should not be affected by the working relationship which exists between an Operating Official and his Personnel Officer.

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Instructions for Multiple-Choice Items: For each of the following items there are several alternative answers. Only one of these alternatives is correct. Indicate the one answer you think best fits the question or statement by marking an "X" through the letter that precedes your choice.

(Items are worth two points each.)

001-a The legal frame work of Federal personnel administration consists of a body of statutes, executive orders, and court and administrative decisions which have grown out of:

- a. The Civil Service Act of 1883
- ☒ b. Specific Public Needs and Interests
- c. Special Commissions such as the Hoover Commission
- d. There is no legal framework for personnel administration within CIA since the DCI does not have to obtain the approval of the Civil Service Commission on personnel actions.

003-a Which of the following does not constitute an item of legislation designed in part to implement personnel administration in the Federal Service?

- a. The Civil Service Act of 1883
- b. The Civil Service Retirement Act of 1920
- ☒ c. Employees' Personnel Administration Act of 1947
- d. The Budget and Accounting Act of 1921

023-a In recent years we have witnessed the emergence and adoption of the concept of personnel administration by:

- a. Director of Personnel
- ☒ b. Career Service
- c. Decentralized control in the Staffs and Branches
- d. A variety of committees, special and permanent boards and special assistants.

038-a The major purpose of Out-Placement is to:

- a. Assist all interested Agency employees in relocating if they so desire
- b. Assist only recommended Agency surplus personnel in relocating
- c. Assist employees who have been poor performers in relocating
- ☒ d. Assist surplus employees and personnel who have personal career service limitations to seek employment elsewhere.

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039-a The employee is notified that he is an Out-Placement candidate by:

- a. Special Assistant to D/Personnel
- b. Director of Personnel
- ☒ c. Head of his Career Service
- d. Chief, Personnel Operations Division
- e. His immediate supervisor

049-a Mr. Y is a staff agent, PCS [REDACTED] His dependent wife contracts tuberculosis, the incidence of which is known to be considerably higher in [REDACTED] than in the United States. Mrs. Y never had tuberculosis before her arrival in [REDACTED] Which one of the following statements does not apply in this case?

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- a. Excepting for the first \$35 of expense, Mrs. Y will receive full hospital care at Agency expense with no limitation on the number of days of hospitalization.
- ☒ b. Mrs. Y will receive disability compensation since tuberculosis is a hazard of the [REDACTED] environment.
- c. If necessary, Mrs. Y will be evacuated to the nearest suitable hospital at Agency expense.
- d. Mrs. Y is eligible for the benefits of the Agency's overseas dependent hospitalization program.

25X1A6a

051-a Mr. X was single when first covered by the Federal Employees' Group Life Insurance. At the time, he completed a form designating his mother as beneficiary. When he dies years later, he is survived by a wife, 2 children, and his mother. Who will receive payment of his FEGLI?

- a. His wife on the basis that the statutory order of precedence automatically adjusts to changes in a person's marital status.
- ☒ b. His mother, since her designation as beneficiary was never cancelled.
- c. His children, equally
- d. His estate, since the legal recipient is in issue.

053-a In overseas death cases, which of the following documents becomes the Casualty Affairs Branch's principal source of information for immediate contact with next of kin?

- a. Personal History Statement, with current supplements
- ☒ b. Residency and dependency report
- c. Security file
- d. Travel orders

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- 060-a Once a disciplinary action has been proposed by the Head of an Office the individual's Career Service Panel or Board has the following interest in the action:
- a. Transmitting the paper work to the Office of Personnel
 - b. Getting the latest dirt on the employee
 - ☒ c. Information for future career planning and utilization
 - d. None of the above.
- 064-a A supervisor has informed you, as Personnel Officer, that a serious breach of conduct by an employee has taken place. What is the first action you should take?
- a. Consult your immediate superior in the Personnel Office
 - ☒ b. Develop a complete record of events
 - c. Call the Executive Officer of the Office of Personnel
 - d. Notify the SA/D/Pers.
- 070-a Under the Selection Out policy paper approved in February 1958 by the DCI, responsibility for the identification of candidates for selection out rests with the:
- a. Director of Personnel
 - ☒ b. Deputy Directors and Heads of Career Services
 - c. Inspector General
 - d. First-line Supervisors
 - e. Inspection and Review Staff
- 071-a Responsibility for advising an individual that he has been nominated for Selection Out, and the reasons for this action, normally rests with which of the following?
- a. Director of Personnel
 - b. Special Assistant to the Director of Personnel
 - c. Personnel Operations Division, OP
 - ☒ d. Head of the individual's Career Service
 - e. Office or Area Division Personnel Officer
- 072-a When proposed by the Head of an individual's Career Service, the action contemplated by Selection Out is best described by which of the following:
- a. Termination of Agency Staff employment
 - b. Reassignment (with or without down grading) to another Agency component
 - ☒ c. Removal of the individual from the Office or Career Service to which he is currently assigned, with further action depending on the results of the Selection Out review
 - d. Out-Placement to another Federal Department or Agency.

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073-a The central point for review of all Selection Out cases is:

- ☒ a. The Special Assistant to the Director of Personnel
- b. An Employment Review Board
- c. An Advisory Committee created by the Director of Personnel
- d. An Agency Selection Board

074-a Which of the following procedural rights or guarantees is not granted to an individual nominated for Selection Out?

- a. Personal hearing
- b. Right to name witnesses to appear in his behalf
- c. Written notification of the Agency's intent
- d. At least a thirty-day notice period between the date of notification that he is to be terminated and the effective date of separation
- ☒ e. Right to outside legal counsel.

075-a The Career Service Ceiling is:

- ☒ a. The maximum authorized number of personnel for a Career Service consisting of staff employees, staff agents, military personnel detailed from other Government agencies, or in external training status.
- b. The ceiling for General Schedule personnel for each Career Service authorized at each General Schedule grade level for a fiscal year.
- c. The listing of positions of various types, levels, and Career Service designations required to meet the workload of a component.
- d. The total of the Staffing Complement and the Development Complement.

077-a The Planning Paper is:

- ☒ a. A document reflecting the structure of a component and the number and distribution by occupational title, grade, and service designations of positions estimated to be required during the coming year to meet the workload.
- b. An estimate of staff personnel requirements of each Career Service for the coming fiscal year.
- c. An estimate including staffing complement employees and development complement employees necessary to carry out the functions of a component.
- d. An estimate based on the maximum number of people necessary to fulfill work requirements consistent with good management.

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078-a The Career Service Staffing Authorization is designed to:

- a. Provide adequate headroom for employees, permitting maximum promotions, and thereby encourage employees to make a career in the Agency.
- b. Limit promotions to those legitimately required to fill vacancies resulting from transfer and attrition.
- c. Limit the rotation of employees between Career Services to those required for development or training purposes.
- ☒ Encourage good personnel planning by each Career Service Head and improve the competitive promotion system by planning the number of promotions at each level for a full year.

081-a The Staffing Complement is:

- ☒ The listing of positions of various types, levels, and Career Service designations required to meet the workload of a component.
- b. An estimate of staff personnel requirements of each component for the coming fiscal year.
- c. The Career Service listing of positions required to carry out all functions of the Career Service for the fiscal year.

154-a The final selection of all Military Personnel detailed to the Agency is the responsibility of:

- a. The Military Personnel Division
- b. The unit Personnel Officer
- c. The Chief of support of each unit
- ☒ The operating official

155-a Efficiency Reports on Military Personnel detailed to the Agency are prepared by:

- a. Military personnel with the Agency
- b. Civilian personnel
- ☒ Both military and civilian personnel if they are in the chain of command, i.e., if they are the immediate supervisors
- d. The Officer himself

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Instructions for Short Answer Items: The following items ask you to write a brief answer to the question. The answer may require a word, phrase or sentence. It will not require any more than a very short paragraph at the most.

(Items are worth four points each.)

020-a Three general criteria for selection for the Career Staff are:

- A. *job performance*
- B. *Personal conduct*
- C. *Evidence of intent to fulfill the obligations of Career Service.*

052-a Define the "Performance of Duty" standard of the Federal Employees' Compensation Act.

An injury "in the performance of duty" means an injury or illness which is directly attributable to or materially aggravated by an employee's work or the conditions of his employment and which is not the result of his willful misconduct, intoxication, or intention to bring about the injury or death of himself or another.

054-a An employee is eligible for optimal retirement upon meeting one of three minimum combinations of age and service. These are:

- a. Age 62 with 5 years of service
- b. Age 60 with 30 years of service
- c. Between ages 55 and 60 with 30 years of service, but on a reduced annuity.

056-a What is the general formula for obtaining the basic annuity?

- a. Take: $1\frac{1}{2}\%$ of the "high-5" average salary and multiply the result by 5 years of service;
- b. Add: $1\frac{3}{4}\%$ of the same "high-5" average salary multiplied by years of service between 5 and 10;
- c. Add: 2% of the same "high-5" average salary multiplied by all service over 10 years. There may be substituted 1% of the "high-5" average salary plus \$25 for any or all of the above percentages. This substitution is made whenever it will result in a larger annuity.

069-a Why should demotion not be considered as a disciplinary action to be taken in most cases?

Might best be phrased in terms of raising more problems than it solves.

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091-a Personnel Management is a function of the executive. However, the breadth of his duties requires that he delegate many aspects of personnel management. The Operating Official will, of necessity, reserve to himself certain areas of activity and make decisions concerning them. What are these areas of activity?

1. Selection of personnel
2. Reassignment of personnel
3. Advancement
4. Discipline

096-a What is the distinguishing aspect of the current JOT training program as opposed to previous programs?

122-a What are the basic differences between a Contract Agent and a Contract Employee?

A Contract Employee is an individual who works under controlled and supervised conditions, whose time is susceptible of computation and who is paid for services performed. A Contract Agent is an independent Contractor--one who works under uncontrolled and unsupervised conditions, whose time is not susceptible of computation and who is paid more for an end result achieved than for his services on a time basis.

132-a What is the intended purpose of establishing a differential and how does it relate to the cost of living?

A differential is intended as a recruitment incentive at posts involving extraordinarily difficult living conditions, excessive physical hardship, or notably unhealthy conditions. It has no relation to cost of living.

134-a What is the intended purpose of establishing an allowance?

It is intended to give the individual the same relative personal purchasing power that he would have in Washington, D.C.

205-a What are the types of "hire-systems" for indigenous personnel generally used at foreign posts?

- A. Direct
- B. Indirect
- C. Host government master labor contract.
- D. Commercial master labor contract

145-a How can requests requiring action by the Management Staff be expedited?

By early, informal consultation

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305-a List some of the symptoms of mal-organization.

1. Growth of different supervisory levels
2. Pressure to obtain more people
3. Large number of coordinators
4. Large number of expeditors & Liaisoners
5. Great deal of overtime
6. Over-compartmentation

306-a List some of the considerations reviewed by Management when it studies an organization.

1. Line versus staff
2. Headquarters versus field
3. Comparisons of branch versus branch
4. Staff versus clerical strength
5. Span of control.
6. Line of command
7. Organizational terminology
8. Overlap and duplication

402-a Downgrading with retention of salary implies that certain conditions exist in respect to performance of the employee. Discuss.

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Instructions for Discussion Questions: The following questions are designed to allow you to think about a larger or more complex body of information. These questions generally deal with personnel programs, policies or problems. In answering the questions you will do better to maintain a broad perspective than to focus on any specifics within the area under discussion. YOU ARE REQUIRED TO ANSWER ALL FOUR QUESTIONS. (The value is given after each item.)

- 004-a Personnel management in the Federal Government has rarely remained static. Outline some of the bodies and organizations outside the Agency which exert a continuing influence on personnel management and indicate in your outline how this influence is brought to bear. (20 points)
- 204-a Discuss the preparations a Personnel Officer should make prior to departure for an overseas assignment. (10 points)
- 400-a Describe the role of the Director of Personnel. Show the major areas of activity and give examples of how he exercises his responsibilities. (30 points)
- 404-a The Career Service Staffing Authorization has been referred to as a useful personnel management device for the Career Service Head. Discuss. (10 points)

- 204-a
- a. Review Post Reports
 - b. Language study
 - c. Review political situation
 - d. Review of published materials issued by other services, i.e., Army, Navy, State, etc.
 - e. Find out all you can about your cover organization.

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